

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
SALARIES AND EXPENSES, HOUSING AND URBAN DEVELOPMENT  
BUDGET ACTIVITY 1: PUBLIC AND INDIAN HOUSING

The consolidated discussion for the appropriation "Salaries and Expenses, HUD" is shown in Part 3 of the Justifications. All information is presented on a comparable basis for fiscal years 2005, 2006, and 2007.

**Summary of Budget Request**

For fiscal year 2007, the Office of Public and Indian Housing's (PIH) Salaries and Expenses Budget request is for 1,545 FTEs supported by \$173,128,000 for Personal Services and an additional \$9,846,000 for non-Personal Services. The fiscal year 2007 FTE level is 19 less than the FTE level for fiscal year 2006 and represents a decrease of 37 FTE from the fiscal year 2005 actual.

**SCOPE OF ACTIVITY**

The PIH staff is responsible for implementing legislation, which authorizes the Department to provide rental assistance to low-income and moderate-income households, capital grants and operating subsidies to Public Housing Authorities (PHA) for capital improvement and current operations, promote the movement of persons from renting to homeownership, provide technical assistance to troubled and near-troubled housing authorities, and provide comprehensive development of mixed income developments to replace distressed public housing. PIH staff conducts monitoring activities to ensure that public housing units are in decent, safe, and affordable condition. Monitoring also provides the assurance that fiscal integrity of all program participants is maintained. The principal legislative authorization for PIH activities is the U.S. Housing Act of 1937, as amended. The legislation includes:

- The U.S. Housing Act of 1937, as amended, which authorizes rental assistance to certain lower-income and middle-income household under Section 8 of the Act;
- Section 9 of the U.S. Housing Act of 1937, as amended, which authorize capital improvements for public housing authorities;
- Sections 9 and 30 of the U.S. Housing Act of 1937, as amended, which authorizes the implementation and expansion of the Capital Fund Financing Program;
- Section 9 of the U.S. Housing Act of 1937, as amended, which authorizes capital improvements for public housing authorities;
- Section 811(k)(2) of the National Affordable Housing Act of 1990, as amended, which authorizes vouchers for persons with disabilities;
- Section 524 of the U.S. Housing Act of 1937, as amended, which authorizes for renewal of assistance for project-based Section 8 contracts;
- Section 32 of the U.S. Housing Act of 1937, as amended, which authorizes the conversion of rental property to homeownership;
- Section 18 of the U.S. Housing Act of 1937, as amended, which authorize the demolition and disposition program;
- Section 9(h) of the U.S. Housing Act of 1937, as amended, which authorizes technical assistance, intervention, and training of the assisted properties;

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- Section 33 of the U.S. Housing Act of 1937, as amended, which requires the conversion of distressed public housing to tenant-based assistance;
- Section 22 of the U.S. Housing Act of 1937, as amended, which requires the voluntary conversion from public housing to tenant-based assistance;
- Section 8(o)(12) of the U.S. Housing Act of 1937, as amended, which authorize the use of funding for project-based assistance;
- Section 8(o)(1) of the U.S. Housing Act of 1937, as amended, which authorize the voucher program for tenant-based assistance;
- Section 22 of the U.S. Housing Act of 1937, as amended, which authorize the Resident Opportunities and Self-Sufficiency(ROSS) program;
- Section 9(h) and 6(j)(K) of the U.S. Housing Act of 1937, as amended, which authorizes remediation services to identified 'troubled' public housing authorities;
- Section 9(h) and 6(j)(3)(A) of the U.S. Housing Act of 1937, as amended, which authorizes support for the administrative and judicial receiverships;
- Section 9(d)(1)(E) of the U.S. Housing Act of 1937, as amended, which authorizes establishment of Neighborhood Network computer centers for use by residents in assisted housing;
- The Native American Housing Assistance and Self-Determination Act (NAHASDA) of 1996, as amended, which created the Indian Housing Block Grant program;
- Section 601 of the NAHASDA, as amended guarantees repayment of a portion of principal and interest of obligations;
- Section 9 of the U.S. Housing Act of 1937, as amended, which authorize funding to the public housing authorities for operating and maintenance expenses of their owned dwellings;
- Section 9(e) of the U.S. Housing Act of 1937, as amended, which authorize a Voluntary Graduation Incentive bonus to PHAs that assist participants in moving away from dependency on housing assistance programs;
- The Housing and Community Development Act of 1992, which authorized Section 184 Indian Loan Guarantee program; the Native Hawaiian Housing Loan Guarantee Program;
- The Hawaiian Homelands Homeownership Act of 2000, which authorizes the Native Hawaiian Housing Block Grant Program;
- Title VIII of the NAHASDA, as amended, which makes provision for training and technical assistance for grantees with the Native Hawaiian Housing Block Grant program;
- Section 22 and 33 of the U.S. Housing Act of 1937, as amended, which authorizes tenant protection assistance;
- Sections 8(x) and 33 of the U.S. Housing Act of 1937, as amended, which authorizes the family unification program;

WORKLOAD

The principal workload for PIH staff, partners and contractors is to:

- assist and promote affordable housing activities;
- provide funding to cover the renewal of expiring tenant-based Section 8 contracts;
- promote the Flexible Voucher Program, which allows greater flexibility to the residents in finding decent, safe, and sanitary housing in today's market;
- develop legislative proposals, initiatives and policies to support public and Indian housing programs;
- develop regulations, policies and procedures related to Section 8, public housing, and SEMAP, FSS and welfare-to-work;
- develop regulations, policies, and procedures for converting project-based assistance to the tenant-based assistance programs;
- develop regulations, policies, and procedures related to admissions and occupancy (e.g. non-citizen participation, selection preferences, and income integrity);
- develop quality standards to determine minimum requirements that housing must meet to be decent, safe and sanitary;
- verify that housing authorities are ensuring that housing subsidies are paid accurately;
- provide timely and accurate assessment of HUD's real estate portfolio using physical, financial, management and resident satisfaction assessments;
- assist housing authorities in carrying out capital and management activities and to cover the annual accrual of rehabilitation and modernization needs;
- provide funding to housing authorities for capital needs resulting from emergencies and natural disasters;
- begin the transition of public housing to asset based management to further PHAs' focus and accountability for each property as a valuable low-rent real estate asset;
- advance homeownership by giving a bonus to housing authorities that exceed the baseline for the number of families that have exited public housing;
- support the costs of administrative and judicial receiverships or other intervention;
- provide approval for housing authorities to convert rental property to homeownership;
- provide approval to housing authorities to dispose or demolish rental units;
- provide tenant protection assistance for the relocation of residents affected by demolition, disposition, rehabilitation, and modernization of assisted housing units;

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- develop, maintain and operate affordable housing in safe and healthy environments on Indian reservations and in other Indian Areas for occupancy of low-income Indian families;
- ensure access to private capital markets for Indian tribes and their members thereby promoting their self-sufficiency;
- provide funding focused on the economic self-sufficiency and independent living for the elderly and persons with disabilities; and
- promote the development of capital markets in Indian territories, allow such markets to operate and grow thereby benefiting Indian communities.

**Headquarters Staff**

Headquarters staff performs the following principal functions in support of PIH goals:

- develop program policies, procedures and guidelines for all PIH programs;
- provide oversight and monitoring of public housing agency programs and financial data of tenant income reports and calculations of tenant rent contributions;
- provide support in the inspection, assessment, monitoring and recovery of PHAs as well as housing related assessments to the Office of Housing;
- support field Office efforts in preventing at-risk PHAs from becoming troubled and to facilitate the recovery of troubled PHAs;
- serve as ombudsmen for the Field Hubs/Program Centers by representing their interest in policy formulation;
- provide resource management and field oversight for Hubs and Program Centers;
- direct and coordinate the administration of all PIH programs and provide training, technical assistance, and procedural program guidance to the HUD Field staff, Public Housing Agencies (PHAs), Indian Housing Authorities (IHAs), and resident groups, as appropriate;
- monitor, review and evaluate Field program operations and review administrative practices of local agencies, including PHAs, IHAs, and resident groups to ensure that programs are managed efficiently and that services and assistance are provided as intended;
- provide financial assistance for use by local agencies as well as program, administrative, management, statistical and budget support;
- conduct quality assurance reviews as part of HCV oversight and monitoring functions for PHAs and financial data;

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- execute Annual Contributions Contracts (ACCs) and amendments for tenant-based and project-based Section 8 programs;
- process timely and accurate Section 8 HCV payments, annual contributions and rental housing assistance payments; and
- manage "baseline" data that is used to forecast and formulate budgets and is involved in funds assignment and funds control activities.

#### **FIELD EMPLOYMENT**

Previous realignment of the field offices gave Headquarters' direct supervision over the field office activities. During the most recent realignment, PIH organized its business structure to separate the enforcement, monitoring, and program delivery functions. Field offices are consolidated into 30 Hubs and 16 Program Center Offices serving approximately 3,400 PHAs. The Field Office duties include but are not limited to the following:

- manage and coordinate the effective and efficient delivery of HUD programs to all PHAs;
- provide concentrated oversight and technical assistance to PHAs with declining performance;
- provide focused technical assistance, program expertise, and, where necessary, targeted intervention to PHAs;
- perform special assignments, such as in supplementing both PIH Headquarters and field offices that experience short-term, unexpected staff or skill imbalances;
- provide assistance to at-risk PHAs to prevent them from becoming troubled; and
- facilitate the recovery of troubled PHAs.

#### Strategic Organizational Realignments

The Office of Public and Indian Housing has completed reorganizations/realignments that will result in a streamlined operational structure. These realignments were done to ensure that oversight of programs and resources are conducted in a comprehensive manner.

A realignment of the ONAP National Program Office in Denver has been implemented to increase coordination and cooperation among the various ONAP offices and programs, and incorporate core program expertise in grants management and evaluation with HQ programs and services. Through this realignment, the grants management and evaluation functions performed by the field ONAPs will positively impact and enhance ONAP's capability to address problems locally. In addition, with the inclusion of these functions physically in Headquarters, the administrative overhead should decrease, leaving ONAP better positioned to fulfill its mission to partner with tribes and tribal organizations in addressing community needs.

#### **Contributions to Departmental Strategic Goals:**

PIH makes significant contributions to the Department's Annual Performance Plan and President's Management Agenda. Examples are as follows:

**Strategic Goal: Increase Homeownership Opportunities:** PIH has dedicated 100 FTE to this strategic goal. These FTEs are comprised of 56 Field and 44 Headquarters employees. Under this Strategic Goal, PIH is responsible for helping more HUD-assisted renters become homeowners through the expanded use of the Housing Choice Voucher Program for homeownership, Indian Housing Block Grant Program, the

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Native Hawaiian Housing Block Grant, the Section 184 Programs and Resident Opportunity and Self-Sufficiency Grant Program. Staff members from various program disciplines contribute to providing general and technical guidance to our housing partners to ensure full program implementation to meet the objectives of the Department.

**Strategic Goal: Promote decent affordable housing:** Many of the objectives for PIH fall under this Strategic Goal. Therefore, a significant number of our FTEs are dedicated to ensuring that the Department is successful in meeting its performance targets. For this Goal, 1,306 FTE has been assigned to carryout the myriad of objectives. Of the assigned FTEs, 561 are in Headquarters and 745 are in the Field. As part of the President’s Management Agenda, we are charged with improving the physical quality of our public housing stock. Two primary objectives under this Goal are to reduce exigent health and safety violations by 10 percent in all substandard public housing units and ensuring that the number of housing units meeting overall physical standards increases by 1.5 percentage points.

**Strategic Goal: Embrace high standards of ethics, management, and accountability:** PIH has a few objectives under this Strategic Goal to assist the Department in strengthening contribution to the President’s Management Agenda. There are 139 FTE (94 Field and 45 Headquarters) assigned to this Goal that are cross-cutting in nature. This includes contributing to the Department’s Human Capital Initiative, reducing improper rental payments, improving program compliance and improving internal communications and employee involvement.

**TRAVEL**

PIH continues to require resources to support multiple missions that require travel. PIH travels extensively in support of the Verification of Rental Housing Income Program. Extensive travel is required by REAC for the physical inspection, financial reviews, single family appraisal reviews, and tenant verification reviews. The inspection/review efforts are critical to the Department’s efforts to restore and maintain the integrity in HUD’s housing programs. The results of the REAC reviews have increased the amount of travel needed to monitor and assist the PHAs to prevent placing them into receivership. However, some of the troubled PHAs do not make sufficient improvement with the technical assistance provided and become a part of the receivership inventory. Receiverships require a vast amount of resources in training, contract, and travel dollars. The Quality Assurance Division (QAD), established in Fiscal Year 2004, supports the Flexible Voucher (formerly Housing Choice Voucher) program by reviewing tenant databases, property maintenance, rent reasonableness, rent calculations, portability and family certifications. The QAD will have to travel extensively to carry out its functions. The table below identifies travel requirements to carry out the unique missions of the PIH organization.

	ACTUAL <u>2005</u>	ENACTED <u>2006</u>	ESTIMATE <u>2007</u>	INCREASE + DECREASE - <u>2007 vs 2006</u>
	(Dollars in Thousands)			
Travel (HQ) .....	\$2,172	\$2,171	\$2,150	-\$21
Travel (Field) .....	<u>2,964</u>	<u>2,990</u>	<u>2,961</u>	<u>-29</u>
Total .....	5,136	5,161	5,111	-50

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**OTHER SERVICES & CONTRACTS**

The contract services include temporary clerical support, visual arts, and miscellaneous administrative and technical assistance services. The conversion from agency-based accounting and management to asset based will require a significant amount of training of employees to a different way of doing business. PIH will also have to prepare for the attrition of staff who are eligible to retire during the next 5 years. Resources will be needed to obtain contractor support for areas where feasible in support of the conversion to asset management, managing housing authorities in receivership, and gathering data to determine the status of the housing authorities. There will be relocations as vacancies are filled from within, especially when there is no increase in salary. Additionally, PIH has to absorb the cost of settlement and judgment expenses and replacement of worn furniture. Formerly, these items were funded from Departmental budget resources and not charged to PIH. The resources will also be used to ensure adequate management and financial controls, assist in inquiry services to housing authorities regarding non-citizen immigration status, and program operations.

	<u>ACTUAL</u> <u>2005</u>	<u>ENACTED</u> <u>2006</u>	<u>ESTIMATE</u> <u>2007</u>	<u>INCREASE +</u> <u>DECREASE -</u> <u>2007 vs 2006</u>
	(Dollars in Thousands)			
Technical Services .....	<u>\$4,441</u>	<u>\$4,043</u>	<u>\$4,088</u>	<u>+\$45</u>
Total .....	4,441	4,043	4,088	+45

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**PUBLIC AND INDIAN HOUSING**

**Personal Services  
 Summary of Change  
 (Dollars in Thousands)**

<u>Personal Services</u>	<u>FTE</u>	<u>S&amp;E Cost</u>
2005 Actual.....	1,582.0	\$164,074
2006 Appropriation.....	1,564.0	169,130
<u>Changes Due To</u>		
2007 January Pay Raise.....	0	2,987
2006 January Pay Raise.....	0	1,369
Staffing increase/decrease.....	-19	-2,069
Other benefit changes.....	0	1,711
2007 Request.....	1,545.0	173,128



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 Summary of Requirements by Grade  
 Salaries and Expenses  
 (Dollars in Thousands)

<u>Grade:</u>	<u>2005 Actual</u>	<u>2006 Appropriation</u>	<u>2007 Request</u>	<u>Increase/ Decrease</u>
Executive Level	0	1	1	0
Executive Service	8	9	9	0
GS-15	155	156	151	-5
GS-14	229	224	219	-5
GS-13	602	606	601	-5
GS-12	348	353	348	-5
GS-11	57	46	47	+1
GS-10	5	7	7	0
GS-9	34	25	25	0
GS-8	10	10	10	0
GS-7	91	91	91	0
GS-6	4	6	6	0
GS-5	11	15	15	0
GS-4	11	12	12	0
GS-3	3	1	1	0
GS-2	3	1	1	0
GS-1	1	1	1	0
Total Positions	1,572	1,564	1,545	-19
Average ES Salary	\$139,329	\$143,926	\$147,381	+3,454
Average GS Salary	\$82,920	\$85,656	\$87,712	+2,056
Average GS Grade	12.4	12.4	12.4	0.0

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**PUBLIC AND INDIAN HOUSING**  
**Summary of Requirements by Object Class**  
**Salaries and Expenses**  
 (Dollars in Thousands)

<u>Object Class</u>	<u>2005 Actual</u>	<u>2006 Appropriation</u>	<u>2007 Request</u>	<u>Increase/Decrease</u>
Personal Services.....	\$164,074	\$169,130	\$173,128	+\$3,998
Travel and Transportation of Persons.....	5,136	5,161	5,111	- 50
Transportation of Things.....	30	31	9	-\$22
Rent, Communication & Utilities.....	10	11	11	0
Printing and Reproduction.....	511	488	488	0
Other Services.....	4,441	4,043	4,088	+45
Supplies and Materials.....	136	139	139	0
Furniture & Equipment.....	0	0	0	0
Insurance Claims & Indemnities.....	285	0	0	0
Total Obligations.....	174,623	179,003	182,974	+\$3,971

**Overall Summary of Public and Indian Housing Staff Requirements**

	<b>Estimate 2005</b>	<b>Estimate 2006</b>	<b>Estimate 2007</b>	<b>Increase + Decrease - 2007 vs 2006</b>
Headquarters.....	669.0	658.0	650.0	-8.0
Field .....	913.0	906.0	895.0	-11.0
<b>Total .....</b>	<b>1,582.0</b>	<b>1,564.0</b>	<b>1,545.0</b>	<b>-19.0</b>

**Summary of Public and Indian Housing Staff Requirements**

	<b>Estimate 2005</b>	<b>Estimate 2006</b>	<b>Estimate 2007</b>	<b>Increase + Decrease - 2007 vs 2006</b>
<b><u>Headquarters Employment</u></b>				
<b>Public and Indian Housing</b>				
Assistant Secretary for PIH	42.4	50.0	50.0	0.0
Policy, Program & Legislative Initiatives	15.1	14.0	13.5	-0.5
Field Operations	58.3	52.0	51.0	-1.0
Grants Management Center	21.1	22.0	22.0	0.0
Public Housing Investment	67.5	66.0	64.0	-2.0
Office of Planning, Resource Management and Administrative Services	27.5	26.0	26.0	0.0
Public Housing Voucher Programs	235.4	233.0	231.0	-2.0
ONAP	26.6	26.0	25.0	-1.0
REAC	175.1	169.0	167.5	-1.5
<b>Total</b>	<b>669.0</b>	<b>658.0</b>	<b>650.0</b>	<b>-8.0</b>
<b><u>Field Employment</u></b>				
<b>Public and Indian Housing</b>				
Field Office HUBS and Program Centers	780.0	772.0	765.0	-7.0
Area Office ONAP	133.0	134.0	130.0	-4.0
<b>Subtotal</b>	<b>913.0</b>	<b>906.0</b>	<b>895.0</b>	<b>-11.0</b>

**Detail of Public and Indian Housing Staff Requirements**

Workload Guideline	Workload Indicator	----- Fiscal Year 2005 -----			----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
<b><u>Headquarters Employment (PIH)</u></b>												
<b><u>Assistant Secretary for PIH</u></b>												
Provide Management , Oversight, Guidance	level of effort	...	...	3.20	0.00	...	...	5.00		...	...	5.00
General Direction	number of encumbered positions	10	2,088.00	10.00		5	2,088.00	5.00		5	2,088.00	5.00
<b>Assistant Secretary Subtotal</b>				13.20				10.00				10.00
<b>Office of Procurement</b>												
General Direction	number of encumbered positions	...	...	...		3	2,088.00	3.00		3	2,088.00	3.00
Perform Contract Management	Number of Contracts Supported at beginning of the Month	85	338.99	13.80		100	313.20	15.00		100	313.20	15.00
Perform Procedure Development	level of effort			1.00				4.00				4.00
<b>Office of Procurement and Contracts Subtotal</b>				14.80				22.00				22.00
<b>Office of PIH Budget</b>												
General Direction	number of encumbered positions	...	...	...		2	2,088.00	2.00		2	2,088.00	2.00
Budget Formulation	level of effort	...	...	2.00		...	...	2.00		...	...	2.00
Budget Execution	level of effort	...	...	12.00	...	...	...	13.00		...	...	13.00
Financial Analysis	number of Open Grants/Contracts	16500	0.05	0.40		16500	0.13	1.00		16500	0.13	1.00
<b>Office of PIH Budget Subtotal</b>				14.40				18.00				18.00
<b>Assistant Secretary Total</b>				<b>42.40</b>	<b>0.00</b>			<b>50.00</b>				<b>50.00</b>
<b><u>Policy, Program &amp; Legislative Initiatives</u></b>												
General Direction	number of encumbered positions	3	2,227.20	3.20		2	2,088.00	2.00		2	1,392.00	2.00
Propose/Implement Policies, Legislation, Regulations	Propose / Implement Policies	...	...	9.20		...	...	10.00		...	...	10.00
Perform Special Assignments	level of effort	...	...	2.00		...	...	1.20		...	...	1.00
Perform Program Management and Oversight	level of effort	...	...	0.70		...	...	0.80		...	...	0.50
<b>PPLI Subtotal</b>				<b>15.10</b>	<b>0.00</b>			<b>14.00</b>	<b>0.00</b>			<b>13.50</b>

Workload Guideline	Workload Indicator	----- Fiscal Year 2005 -----			----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
<b>Office of Field Operations</b>												
<b>Field Monitoring and Evaluation Division</b>												
Provide Field Management and Oversight	level of effort	...	...	8.70		...	...	4.00		...	...	4.00
Field Office Support	level of effort	46	675.42	14.88		...	...	9.00		...	...	9.00
<b>Immediate Office</b>												
General Direction	number of encumbered positions	3	3,340.80	4.80	...	7	2,088.00	7.00		7	2,088.00	7.00
<b>Coordination and Compliance Division</b>												
Provide Support to Recovery and Prevention Corps	number of Field Offices Supported	46	47.21	1.04		46	45.39	1.00		46	45.39	1.00
Coordinate with HUD Offices and Centers	level of effort	...	...	4.70		...	...	5.00		...	...	4.00
<b>Recovery and Prevention Corps</b>												
Manage Troubled and Substandard PHAs.	number of troubled/substandard PHAs	179	153.98	13.20		177	153.36	13.00		177	153.36	13.00
Provide Training and Technical Assistance	number of Field Offices Supported	46	226.96	5.00		46	226.96	5.00		46	226.96	5.00
Conduct Initial Assessments and Develop MOAs	number of CAPs/MOAs	32	90.05	1.38		64	130.50	4.00		64	130.50	4.00
Administer Contracts, Grants and Agreements	number of Contracts Administered	9	1,067.20	4.60	0.00	15	556.80	4.00	3.00	15	556.80	4.00
<b>Field Operations Subtotal</b>				<b>58.30</b>	<b>0.00</b>			<b>52.00</b>	<b>11.00</b>			<b>51.00</b>
<b>Grants Management Center</b>												
General Direction	number of encumbered positions	3	2,088.00	3.00	...	3	2,088.00	3.00		3	2,088.00	3.00
<b>Planning and Evaluation Division</b>												
Provide Grants Processing /MIS	level of effort	...	...	15.10	...	...	...	16.00		...	...	16.00
Provide Program Management	level of effort	...	...	2.30		...	...	1.00		...	...	1.00
<b>Categorical/Formula Grants Division</b>												
Review and Process Categorical Grants - ROSS/Section 8	Number of ROSS/Section 8 Programs	1757	0.83	0.70	...	1840	2.27	2.00		1840	2.27	2.00
<b>Grants Management Center Subtotal</b>				<b>21.10</b>	<b>0.00</b>			<b>22.00</b>	<b>0.00</b>			<b>22.00</b>

Workload Guideline	Workload Indicator	----- Fiscal Year 2005 -----			----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
<b>Public Housing Investments</b>												
<b>Immediate Office</b>												
Program Development and Implementation	level of effort	...	...	2.00		...	...	3.00		...	...	2.00
Provide Management and Oversight	level of effort	...	...	1.90		...	...	3.00		...	...	3.00
Perform Web Management Activities	level of effort	...	...	0.10		...	...	...		...	...	...
General Direction	number of encumbered positions	7	2,088.00	7.00		3	2,088.00	3.00	0.00	3	2,088.00	3.00
<b>Capital Improvements Division</b>												
Perform Budget and Fund Management	number PHAs with Capital Funds	3154	3.64	5.50		3162	5.28	8.00	0.00	3162	5.28	8.00
<b>Urban Revitalization Division</b>												
Perform Programmatic Development and Implementation	number of HOPE VI grants	221	311.78	33.00		217	298.28	31.00		217	288.66	30.00
<b>Special Applications Center</b>												
Review / Process Applications	No. of Applications Processed	375	89.09	16.00		394	84.79	16.00		394	84.79	16.00
General Direction	number of encumbered positions	2	2,088.00	2.00	...	2	2,088.00	2.00		2	2,088.00	2.00
<b>Public Housing Investments Subtotal</b>				<b>67.50</b>	<b>0.00</b>			<b>66.00</b>	<b>0.00</b>			<b>64.00</b>
<b>Office of Planning, Resource Management and Administrative Services</b>												
<b>Immediate Office</b>												
General Direction	number of encumbered positions	4	2,088.00	4.00		3.0	2,088.00	3.00		3.0	2,088.00	3.00
<b>Administrative Services Division</b>												
Perform Administration Management	Number of Staff Supported	1601	26.47	20.30	0.00	1625	25.70	20.00	0.00	1625	25.70	20.00
<b>Financial Analysis and Monitoring Division</b>												
<b>Audit, Evaluation and Risk Management Division</b>												
Perform OIG/GAO Audit Activities	number of audits	228	29.31	3.20		438	14.30	3.00		438	14.30	3.00
<b>Subtotal</b>				<b>27.50</b>	<b>0.00</b>			<b>26.00</b>	<b>0.00</b>			<b>26.00</b>

Workload Guideline	Workload Indicator	----- Fiscal Year 2005 -----			----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
<b>Public Housing and Voucher Programs</b>												
General Direction	number of encumbered positions	18	3,874.40	33.40	...	18	2,088.00	18.00		18	2,088.00	18.00
<b>Immediate Office of the DAS</b>												
Perform Program Office Activities	level of effort	...	...	1.10		...	...	5.00		...	...	4.00
<b>Public Housing Management and Occupancy Division</b>												
Provide Training and Technical Assistance	level of effort	...	...	8.30		...	...	2.50		...	...	2.50
Manage Resident Programs (Occupancy Program)	# of grants administered	2400	3.92	4.50		...	...	4.00		...	...	4.00
Rental Housing Integrity Improvement Project (RHIP)	level of effort	...	...	7.03		...	...	5.00		...	...	5.00
General Management (Administration)	level of effort	...	...	1.00		...	...	0.50		...	...	0.50
<b>Office of Housing Voucher Program</b>												
Program Monitoring/Oversight	level of effort	...	...	18.00		...	...	13.00	0.00	...	...	13.00
Provide Voucher Program Management	level of effort	...	...	13.27		0	0.00	8.00	0.00	0	0.00	8.00
Program Management/Policy	level of effort	...	...	5.20		...	...	2.00	0.00	...	...	2.00
<b>Public Housing Financial Management Center</b>												
Provide Program Management and Policy	number of PHAs with Section 8 programs	2400	4.35	5.00		2400	4.35	5.00		2400	4.35	5.00
Provide Program Support	level of effort	...	...	8.60	0.00	...	...	29.00	0.00	...	...	28.00
Process Vouchers	number rejected vouchers processed	4909	0.75	1.77		5052	0.83	2.00		5052	0.83	2.00
Perform Budget Review and Monitor Reports	number of budgets reviewed	5557	24.05	64.00		5972	22.38	64.00		5972	22.38	64.00
<b>Section 8 Division of Quality Assurance</b>												
Perform Quality Assurance	level of effort	...	...	64.23		...	...	75.00		...	...	75.00
<b>Public Housing and Voucher Program Subtotal</b>				<b>235.40</b>	<b>0.00</b>			<b>233.00</b>	<b>0.00</b>			<b>231.00</b>
<b>Hubs and Program Centers</b>												
General Direction	number of encumbered positions	129	1,068.28	66.00		121	2,088.00	121.00		121	2,088.00	121.00
Financial Analysis	total number of PHAs	3400	41.24	67.16		3400	41.15	67.00		3400	39.92	65.00

Workload Guideline	Workload Indicator	----- Fiscal Year 2005 -----			----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Public Housing Authority Plans	total number of PHA plans reviewed	3400	39.49	64.30		3400	39.30	64.00		3400	37.46	61.00
Provide Administrative Support Management/Oversight Support to LIPH	level of effort	...	...	131.60	0.00	...	...	95.00	0.00	...	...	95.00
	number of PHAs with LIPH programs	2185	18.71	19.58		2185	17.20	18.00		2185	17.20	18.00
Provide Management and Oversight	number of PHAs with Section 8 programs	2520	83.17	100.38		2520	74.57	90.00		2520	74.57	90.00
Process and Assess New Troubled PHAs	number of New Troubled or Substandard PHAs	62	6.74	0.20		62	16.84	0.50	0.00	62	16.84	0.50
Monitor MOA/Work Plans for Troubled PHAs	number of Troubled or Substandard PHAs Monitored	153	38.89	2.85		153	27.29	2.00		153	27.29	2.00
Manage Troubled PHAs	number of Troubled or Substandard PHAs	150	70.99	5.10		150	69.60	5.00		150	69.60	5.00
Manage Capital Fund	number of PHAs with LIPH programs	2185	45.96	48.10	0.00	2185	45.87	48.00	0.00	2185	44.91	47.00
Program Support	level of effort	...	...	18.70	0.00	...	...	10.50	0.00	...	...	10.50
Perform Grant Administration (Non-HOPE VI)	number of grants administered	7559	2.85	10.30	0.00	3084	6.77	10.00	0.00	3084	6.43	9.50
Perform HOPE VI Monitoring and Assistance	number of HOPE VI Grants	253	122.14	14.80	0.00	193	151.46	14.00	0.00	193	146.05	13.50
Occupancy/Admissions Activities	number of RIM reviews	520	159.41	39.70	0.00	520	156.60	39.00	0.00	520	156.60	39.00
Provide Technical Assistance	total number of PHAs	3400	117.44	191.23		3400	115.45	188.00		3400	115.45	188.00
<b>Hubs and Program Center</b>				<b>780.00</b>	<b>0.00</b>			<b>772.00</b>	<b>0.00</b>			<b>765.00</b>
<b><u>Office of Native American Programs</u></b>												
<b><u>National Headquarters</u></b>												
Provide Management Support and Guidance	number of Area Offices	6	2,436.00	7.00	0.00	6	2,436.00	7.00	0.00	6	2,436.00	7.00
General Direction	number of encumbered positions	6	1,740.00	5.00		6	2,088.00	6.00		6	1,740.00	5.00
General Staff Tasks and Management Support	level of effort	...	...	4.00		...	...	3.00		...	...	3.00
General Direction	number of encumbered positions	3	1,392.00	2.00		3	2,088.00	3.00		3	2,088.00	3.00



Workload Guideline	Workload Indicator	----- Fiscal Year 2005 -----			----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Provide Grant Policy Oversight and Technical Assistance	level of effort	...	...	6.00	0.00	...	...	5.00	0.00	...	...	5.00
Administer Section 184/Title VI Applications	number of commitments issued	4466	1.22	2.60	0.00	381	10.96	2.00	0.00	381	10.96	2.00
<b>National Headquarters Subtotal</b>				<b>26.60</b>	<b>0.00</b>			<b>26.00</b>	<b>0.00</b>			<b>25.00</b>
<b><u>Area Offices</u></b>												
Provide Management and Oversight to Tribes	level of effort	...	...	36.60		...	...	54.50		...	...	51.50
General Direction	number of encumbered positions	31	956.44	14.20		15	2,088.00	15.00		13	2,248.62	14.00
Conduct Monitoring Reviews and Issue Reports	number of monitoring reviews	68	813.71	26.50		72	754.00	26.00		72	754.00	26.00
Track and Resolve Monitoring and Audit Findings	number of open findings	402	32.20	6.20	0.00	138	45.39	3.00	0.00	138	45.39	3.00
Process Indian Housing Plans	number of IHPs reviewed	500	66.82	16.00	0.00	262	127.51	16.00	0.00	262	127.51	16.00
Manage and Oversee Grants	number of grants	261	187.20	23.40	0.00	174	156.00	13.00		174	156.00	13.00
Manage the Enforcement Process	number of enforcement actions	135	7.27	0.47	0.00	74	14.11	0.50	0.00	74	14.11	0.50
Provide Training and Technical Assistance	level of effort	...	...	3.70		...	...	2.00		...	...	2.00
Perform Section 184 Loan Workload	level of effort	...	...	1.13		...	...	1.00		...	...	1.00
Rate ICDBG Application	number of ICDBG projects reviewed	260	38.55	4.80	0.00	283	22.13	3.00	0.00	283	22.13	3.00
<b>Area Offices Subtotal</b>				<b>133.00</b>	<b>0.00</b>			<b>134.00</b>	<b>0.00</b>			<b>130.00</b>
<b>ONAP Subtotal</b>				<b>159.60</b>	<b>0.00</b>			<b>160.00</b>	<b>0.00</b>			<b>155.00</b>
<b><u>Real Estate and Assessment Center (REAC)</u></b>												
<b>Immediate Office</b>												
Program Coordination and Liaison	Level of Effort	...	...	8.00		...	...	8.00		...	...	8.00
General Direction	number of encumbered positions	4	4,494.42	8.61		8	2,088.00	8.00		8	2,088.00	8.00
<b>Physical Assessment Sub-System</b>												
Perform Physical Assessment Quality Assurance (PASS Ops)	number of Inspections of HUD assisted properties	16,513	4.88	38.56	0.00	21,712	3.75	39.00		21,712	3.75	39.00
<b>Research &amp; Development Division</b>												
Research & Development	level of effort	...	...	5.95		...	...	4.00		...	...	4.00

Workload Guideline	Workload Indicator	----- Fiscal Year 2005 -----			----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
<b>Financial Assessment Sub-System (MF/LASS)</b>												
Perform Financial Assessment of MF Property Owners (FASS M/F)	number of M/F Assessments Performed	22,553	1.53	16.53	0.00	26,112	1.32	16.50		26,112	1.32	16.50
<b>Financial Assessment Sub-System Public Housing</b>												
Perform Financial Assessment of Public Housing (FASS PH)	numberPH Financial Assessments Performed	8,292	3.78	15.00	0.00	6,418	4.88	15.00		6,418	4.88	15.00
<b>QASS Division</b>												
Perform Quality Assurance Reviews of Independent Accounting Firms (QASS)	number of Q/A Reviews Completed	238	98.52	11.23		42	571.71	11.50		42	546.86	11.00
<b>Resident Satisfaction Survey Subsystem (RASS)</b>												
Manage the Resident Satisfaction Surveys (RASS)	number MF/PH Resident Surveys Performed	21,956	0.40	4.22		15,000	0.63	4.50		15,000	0.63	4.50
<b>Management Assessment Subsystem</b>												
Perform Management Certification Assessment (MASS)	number of Management Cert Assessments Performed	3,816	2.30	4.20	0.00	15,000	0.63	4.50		15,000	0.56	4.00
<b>Tenant Income Verification Sub-System</b>												
Tenant Income Verification (TASS)	number of Tenant Inquiries Received	9,111	0.92	4.00		30,000	0.28	4.00		30,000	0.28	4.00
<b>PASS Operation Division</b>												
Perform Inspections of HUD Assisted Properties	number of inspections	22,723	0.03	0.34	0.00	22,723	1.56	17.00		22,723	1.52	16.50
<b>Public Housing Financial Management Division</b>												
Perform Operating Fund Management	level of effort	...	...	7.21	0.00	...	...	12.00		...	...	12.00
<b>Management Operations Division</b>												
Provide Human Resources Support to REAC	number on-site Personnel Supported	185	21.33	1.89	0.00							

INACTIVE

Workload Guideline	Workload Indicator	----- Fiscal Year 2005 -----			----- Fiscal Year 2006 -----			----- Fiscal Year 2007 -----				
		Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Under funded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
<b>Contracts Management Division</b>									<b>INACTIVE</b>			
Provide Contract Oversight Services for REAC	number of Contracts/Task Orders Processed Monthly	47	434.04	9.77								
Financial Management/Admin Support	number Personnel (off-site and contractors) Supported	34	967.24	15.75					<b>INACTIVE</b>			
<b>Information Technology</b>												
Provide Information Technology Services for REAC	number of IT Systems Maintained	10	3,933.79	18.84	0.00	10	4,176.00	20.00		10	4,176.00	20.00
<b>Integrated Analysis Division (NASS)</b>												
Perform Annual Integrated Assessments	number of Integrated Assessments completed	5	2,304.64	5.00		15,000	0.70	5.00		15,000	0.70	5.00
<b>REAC Subtotal</b>				<b>175.10</b>	<b>0.00</b>			<b>169.00</b>	<b>0.00</b>			<b>167.50</b>

EMPLOYMENT

Assistant Secretary for Public and Indian Housing (PIH). In 2005, PIH utilized 1,582 FTEs, 18 FTEs more than the 2006 level of 1,564. The loss of FTEs will require PIH to find creative ways to do succession planning, prepare for the retirements, and to address the skills gap. PIH will provide decent and affordable housing to American citizens, and continue to strive to provide an adequate level of services to and monitoring of the activities of the PIH clients. As PHAs increasingly move to asset-based management and utilizing more sophisticated financing methods, there is an increased demand for assistance and guidance from PIH staff. The 1,545 FTEs proposed for fiscal year 2007 is 19 less than what is budgeted for fiscal year 2006.

Office of the Assistant Secretary for PIH. The Office of the Assistant Secretary for PIH is responsible for the management, direction and oversight in promoting affordable housing opportunities for low-income families. The 2007 budget proposes staffing for this office with 11 FTEs.

Office of PIH Budget/CFO. The Office of PIH Budget/CFO is responsible for the budget formulation, execution and justification of all resources allotted to PIH. This Office is comprised of two divisions, the Budget Analysis and Program Review Division and the Budget Administration Division. Current responsibilities include the development, review and coordination of budget estimates, development, review and implementation of funds control procedures; and the control and monitoring of all budgetary resources allotted to PIH. In fiscal year 2005, this Office was responsible for the review and allocation of over \$20.8 billion.

The 2006 enacted and 2007 budget proposes staffing this office with 16 FTE. During fiscal year 2005, this office was staffed with 14.4 FTEs. Staff formerly assigned to the Office of Planning, Resource Management and Administrative Services has been reassigned to the Office of PIH Budget.

Office of Procurement and Contract Services. The Office of Procurement and Contract Services provides expert guidance, support and technical assistance to PIH program offices in the planning, preparation, evaluation, award and monitoring of procurement activities. This Office works with the Office of the Chief Procurement Officer to clearly establish costs schedules and performance goals and to ensure that contractors meet the needs and goals of PIH. In 2005, PIH contract support was consolidated to more efficiently manage the available resources.

The 2006 enacted and 2007 budget proposes staffing this office with 17 FTEs, which is four less than the REAP recommended level of 21 FTEs. The Office will find creative ways to accomplish the organization's objectives considering the 4 unfunded FTEs.

Office of Policy, Programs and Legislative Initiatives. The Office of Policy, Programs and Legislative Initiatives assists in the development of program policy, rules and regulations to address program requirements, serves as a resource on policy matters, and provides advice and support to the Assistant Secretary and other program areas of PIH on overall policy, legislative and regulatory matters pertaining to public housing. In fiscal year 2005, the office was staffed with 15.1 FTE. The 2006 enacted budget proposes this office be staffed with 14 FTE, a decrease of 1.1 FTE over 2005. Furthermore, the 2007 budget proposes an FTE level of 13.50; a .5 FTE level drop of 1.6 FTE from 2005.

Office of Field Operations. The Office of Field Operations has two components. The headquarters component consists of the Field Monitoring and Evaluation Division, the Coordination and Compliance Division, and the Recovery and Prevention Corps. The field component consists of 46 Hubs and Program Centers. This Office recently completed its realignment and includes the activities formerly covered by the Office of Troubled Agency Recovery.

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The headquarters' component provides oversight to the field component, which monitors and makes recommendations to the Assistant Secretary on Field Office resource management, performance and implementation of policy. It represents the Field's interests in the development of policy, troubleshooting problems, coordinating activities, and providing information across all Hubs and Program Centers.

The 2006 budget proposes staffing this office at 52 FTE. The 2007 budget proposes the staffing to be 51 FTE. This reduced funding level will continue to significantly impact the technical assistance and monitoring and oversight of the field office and troubled public housing authorities.

The 46 Hubs and Program Centers specifically coordinate with all HUD disciplines to support PHAs, residents and communities in the efficient and effective delivery of HUD programs. They provide technical assistance and oversight to 3,400 public housing authorities and administer over 3200 grants. They perform financial analyses, review and approve the PHA plans, and provide management and oversight on a local level of the low-income public housing and the Section 8 Housing Choice Voucher program.

The 2006 budget proposes staffing for the Hubs and Program Centers with 772 FTEs. The 2007 budget proposes a further reduction of 7 FTE in the field. Although there is a reduction in staff, HUD will strive to minimize the impact in the following areas: implementation of asset management, SEMAP and PHAS certification reviews, monitoring of small housing authorities, providing preventative maintenance to the near-troubled housing authorities, and overall customer service.

Grants Management Center. The Grants Management Center (GMC) is responsible for managing the entire grant processing function in PIH.

The 2006 budget proposes staffing this Office with the recommended REAP level of 22 FTEs. This is the same level of staffing proposed for 2007.

Office of Public Housing Investments. The Office of Public Housing Investments has the responsibility for the development and management of the Public Housing Capital Funds and the Revitalization of Severely Distressed (HOPE VI) programs. This Office includes the Capital Improvements Division, Urban Revitalization Division, and the Special Applications Center.

The Capital Improvements Division administers the bond financing and the formula funding for 3,400 PHAs across the country. PHAs may use Capital Fund grants for development, financing, modernization, and management improvements. The Office provides technical assistance to PHAs and HUD Field Offices.

The Urban Revitalization Division develops, implements, and monitors projects for the HOPE VI program. Additionally, the Division provides technical assistance and guidance to the HOPE VI clients.

The Special Applications Center reviews, processes, and approves un-funded, non-competitive applications related to Demolition/Disposition, Designated Housing, Eminent Domain, Homeownership, and Section 202 Mandatory Conversions.

With the reduction in the funded FTEs from 2004 to 2005, there was a shift in resources to ensure that the goals and objectives were accomplished. In 2006, this Office will receive 66 FTEs, which is 1.5 FTEs less than the 2005 level. The 2007 budget proposes this office be staffed with 64 FTE, a further reduction of 2 FTE. Due to this reduction, realignment of resources will be identified to provide the guidance, sanctions and the level of monitoring of obligations and expenditures necessary for program delivery.

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Office of Planning, Resource Management and Administrative Services. The Office of Planning, Resource Management and Administrative Services provides nationwide administrative, audit, evaluation and risk management, and management support to PIH in Headquarters and to the Field. This Office was formerly called the Office of Administration and Information Technology Services/CFO. The 2005 staffing level was 27.5 FTE. The 2006 enacted and 2007 budget proposes staffing this office with 26 FTEs, a decrease of 1.5 FTE. Although this will affect the service provided to the PIH employees, it will not make a significant impact.

Office of Public Housing and Voucher Programs. The Office of Public Housing and Voucher Programs includes the Office of Public Housing and the Office of Housing Voucher Programs. These offices develop, implements, and manage funding programs for public housing and the housing voucher programs. These offices also ensure the accountability and the prudent administration of public funds and monitor the recipients of the multi-billion dollar program.

The Office of Public Housing Programs develops occupancy policies, standards, and procedures pertaining to public housing management and operations.

The Office of Housing Voucher Programs includes the Section 8 Financial Management Center (FMC) and the Quality Assurance Division. This office oversees the financial operations and develops policies and procedures related to the moderate rehabilitation, housing choice and special purpose voucher programs and grants. The FMC processes the payment schedules and year-end settlements, while ensuring consistency of program application and timeliness of funding delivery. The Quality Assurance Division monitors the clients to ensure effective program delivery.

The Office of Public Housing and Voucher Programs was increased by 59 FTEs in 2005. It is expected to decrease by 2.4 FTE in 2006, and another 2 FTE in 2007. This will bring the FTE down to 233 FTE in 2006 and 231 FTE in 2007. The 231 FTE in 2007 include staffing of the Quality Assurance Division as mandated by Congress. Although there will be a decrease in FTEs, we will do whatever is necessary to lessen the impact on program management, monitoring and oversight, policy development, and support to the field offices and housing authorities.

Office of Native American Programs. The Office of Native American Programs includes six Area offices in addition to the National Headquarters Office. This Office is responsible for the implementation and administration of all Departmental programs that are specific to Native Americans. The Area offices provide local administration of the programs, which includes making and implementing funding decisions, interaction with grantees, monitoring grantee activity, and working with tribes and tribally designated housing entities to address housing and community development issues.

The 2006 will be 160 FTE, an increase of .4 FTE over 2005. The 2007 budget proposes this staffing level to be 155 FTE, a decrease of 5 FTE from 2006 and 4.6 FTE over 2005. In 2007 there will be 21 FTE less than the recommended REAP level of 176 FTEs, almost a 12 percent reduction. The decrease in FTE will challenge ONAP to achieve its share of the performance measures and management plan goals. This reduction will also challenge ONAP's ability to track performance measures through the ACCESS data base system that requires input from each Area ONAP Office as well as roll-up data, including review and analysis, in headquarters. In particular, the goals related to "moving the pipeline" for the Indian Housing Block Grant (IHBG) and Indian Community Development Block Grant (ICDBG) programs would be difficult, but not impossible, to meet.

Real Estate Assessment Center (REAC). The mission of the REAC is to centralize the assessment of all HUD housing into a single, state-of-the-art organization. REAC provides accurate, credible and reliable information assessing the condition of HUD's housing portfolio. REAC performs assessment on approximately 3,200 PHAs. Current regulations also require REAC to perform 14,000 single family and 28,500 multifamily physical inspections. In addition to its assessment activity, REAC provides direct training or contract oversight of training for property inspectors and other stakeholders.

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In fiscal year 2004, REAC assumed new responsibility related to the development and management of the PIH information technology portfolio. REAC is now responsible for the management and oversight of the Public Housing Operating Subsidies program and the development of policies and procedures. The approximately \$3.6 billion program provides grants funding for operational activities of PHAs.

Future plans for REAC involve the development and implementation of asset-based management of the housing authorities, awarding new contracts for the physical inspections and assessments (including the monitoring of same), the development of a system to support the grants management, and the correlation of information collected by REAC. Statistical and trend analysis could be used to reveal underperforming housing authorities.

The 2006 enacted and 2007 budget requests 169 and 167.5 FTEs, respectively, for REAC. This decrease in FTE will challenge PIH's ability to perform the physical inspections and assessments, the implementation of asset-based management, and the development of the system to support grant management.